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Research Request: Mission Statements of Urban Serving Universities

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Research Request: Mission Statements of Urban Serving Universities

Research Task: *Gather, sort and present in various modes the Mission statements of the membership of the Coalition of Urban Serving Universities and PSU's OUS peer group. (SPDT)*

Background: Members of the Strategic Planning Development Team (SPDT) are drafting variations on PSU's current Mission statement - as well as entirely new versions of the statement - and wish to see some of the Mission statements of Universities most like PSU.

This report is separated into 6 sections:

1. USU Members - p.1
2. PSU Peers - p.2
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4. PSU's OUS peer Mission Statements - p.13-16
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6. Recommendations for Mission Statement Writers - p.18-19

1. USU Members:¹

Arizona State University	The Ohio State University
Boise State University	The State University of New York System
California State University, East Bay	University at Albany
California State University, Fresno	University of Akron
California State University, Fullerton	University of Central Florida
California State University, Long Beach	University of Cincinnati
California State University, Los Angeles	University of Colorado-Denver
California State University, Northridge	University of Houston
Cleveland State University	University of Illinois at Chicago
Florida International University	University of Louisville
Georgia State University	University of Massachusetts Boston
Indiana University-Purdue University	University of Memphis
Indianapolis	University of Minnesota
Morgan State University	University of Missouri-Kansas City
Portland State University	University of New Mexico
San Francisco State University	University of North Carolina at Charlotte
San Jose State University	University of Washington, Tacoma
Stony Brook University	University of Wisconsin-Milwaukee
SUNY Downstate Medical Center	Virginia Commonwealth University
Temple University	Wayne State University

¹ Source: <http://usucoalition.org/members>

2. PSU Peers:²

George Mason University
Indiana University-Purdue University
San Diego State University
University of Illinois at Chicago
University of Memphis

University of Texas Arlington
University of Toledo
University of Wisconsin-Milwaukee
Western Michigan University

Mission Statements for Urban Serving Universities

Portland State University

Mission: Portland State University's mission is to enhance the intellectual, social, cultural and economic qualities of urban life by providing access throughout the life span to a quality liberal education for undergraduates and an appropriate array of professional and graduate programs especially relevant to metropolitan areas. The University conducts research and community service that support a high quality educational environment and reflect issues important to the region. It actively promotes the development of a network of educational institutions to serve the community.

Source: <http://www.pdx.edu/portland-state-university-mission>

Arizona State University

Mission: ASU is a comprehensive public research university, measured not by whom we exclude, but rather by whom we include and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves.

Source: <http://president.asu.edu/about/asucharter>

Boise State University

Mission: Boise State University is a public, metropolitan research university providing leadership in academics, research and civic engagement. The university offers an array of undergraduate degrees and experiences that foster student success, lifelong learning,

²Source: Weeks, S. F., Puckett, D., & Daron, R. (2000). Developing peer groups for the Oregon University System: From politics to analysis (and back). *Research in Higher Education*, 41, 1–20.

community engagement, innovation and creativity. Research, creative activity and graduate programs, including select doctoral degrees, advance new knowledge and benefit the community, the state and the nation. The university is an integral part of its metropolitan environment and is engaged in its economic vitality, policy issues, professional and continuing education programming, and cultural enrichment.

Source: <http://academics.boisestate.edu/planning/accreditation/mission/>

California State University, East Bay

Mission: Cal State East Bay welcomes and supports a diverse student body with academically rich, culturally relevant learning experiences which prepare students to apply their education to meaningful lifework, and to be socially responsible contributors to society. Through its educational programs and activities the University strives to meet the educational needs and to contribute to the vitality of the East Bay, the state, the nation, and global communities.

Source: <http://www20.csueastbay.edu/about/strategic-planning/index.html>

California State University, Fresno

Mission: California State University, Fresno powers the New California through learning, scholarship, and engagement. The University faculty, staff, and administrators work together to:

- Make student success our first priority;
- Embrace a culture of diversity, internationalization, and inclusion;
- Advance our established distinction in liberal arts and sciences, professional programs, and community engagement;
- Produce transformative scholarly research and creative works that target regional issues with global significance;
- Exemplify the ethical stewardship of capital and human resources; and,
- Develop institutional, community, and intellectual leaders.

Source: <http://www.fresnostate.edu/president/mission/>

California State University, Fullerton

Mission: Learning is preeminent at California State University, Fullerton. We aspire to combine the best qualities of teaching and research universities where actively engaged students, faculty and staff work in close collaboration to expand knowledge. Our affordable undergraduate and graduate programs provide students the best of current practice, theory and research and

integrate professional studies with preparation in the arts and sciences. Through experiences in and out of the classroom, students develop the habit of intellectual inquiry, prepare for challenging professions, strengthen relationships to their communities and contribute productively to society. We are a comprehensive, regional university with a global outlook, located in Orange County, a technologically rich and culturally vibrant area of metropolitan Los Angeles. Our expertise and diversity serve as a distinctive resource and catalyst for partnerships with public and private organizations. We strive to be a center of activity essential to the intellectual, cultural and economic development of our region.

Source: <http://planning.fullerton.edu/planning/resources/pdf/CSUF-Strategic-Plan.pdf>

California State University, Long Beach

Mission: California State University Long Beach is a diverse, student-centered, globally-engaged public university committed to providing highly-valued undergraduate and graduate educational opportunities through superior teaching, research, creative activity and service for the people of California and the world.

Source: <http://www.csulb.edu/about/>

California State University, Los Angeles

Mission: California State University, Los Angeles has one of the most diverse student populations of any college or university in the nation. Building on the strengths of this rich diversity, our University prepares students for success in advanced studies, in their careers, and throughout their lives. California State University, Los Angeles graduates constitute a major leadership force in Greater Los Angeles, a microcosm of the global society.

The University is committed to free scholarly inquiry, to high-quality teaching, and to academic excellence in undergraduate, graduate, and other post-baccalaureate and extended education programs. This commitment underlies strong educational programs that are sensitive to the needs of the University's uniquely diverse student body. These programs include research, scholarship, creative activity, and community service. With the support of the administration, staff, alumni, and community, highly qualified faculty are the keystone of the University and the basis for the excellence of our programs.

As a comprehensive university, California State University, Los Angeles offers a broad range of liberal and professional programs designed to encourage student excellence, achievement and well being. Facilitated by close interaction between faculty and students, educational programs are designed to foster habits of disciplined inquiry and critical thinking while helping students master a body of knowledge. The University strives to promote understanding of and respect for diversity, and to serve the changing needs of a global society. Recognizing its commitment

to teaching, research, scholarship, creative activities, and service, the University supports an effective library and the use of new technologies that enrich the instructional process and provide effective access to information in its various forms.

The University is committed to providing students with a balanced and well-rounded educational experience including co-curricular activities that contribute to personal enrichment, leadership development, and institutional pride. Student organizations, campus residence life, artistic events, multicultural events, intercollegiate athletics, and intramurals are designed to be a significant part of this experience.

The close proximity of the University to civic, cultural, and economic centers enables it to foster strong cooperative relationships with alumni, community, business, scientific, educational, cultural, and government constituencies. Partnerships with these constituencies will continue to grow for the mutual enhancement of academic programs and the community.

California State University, Los Angeles is committed to fostering collegial relationships among faculty, administration, students, and staff. The principles of academic freedom and professional ethics are the responsibility of the entire academic community. We take pride in our continuing evolution as the University serving the Los Angeles Basin.

Source: <http://www.calstatela.edu/csula-missionstatement.php>

California State University, Northridge

Mission: California State University, Northridge exists to enable students to realize their educational goals. The University's first priority is to promote the welfare and intellectual progress of students. To fulfill this mission, we design programs and activities to help students develop the academic competencies, professional skills, critical and creative abilities, and ethical values of learned persons who live in a democratic society, an interdependent world, and a technological age; we seek to foster a rigorous and contemporary understanding of the liberal arts, sciences, and professional disciplines, and we believe in the following values.

Source: <http://www.csun.edu/academic-affairs/mission>

Cleveland State University

Mission: Our mission is to encourage excellence, diversity, and engaged learning by providing a contemporary and accessible education in the arts, sciences, humanities and professions, and by conducting research, scholarship, and creative activity across these branches of knowledge. We endeavor to serve and engage the public and prepare our students to lead productive, responsible, and satisfying lives in the region and global society.

Source: <http://www.csuohio.edu/cte/mission-statement-vision-statement-engaged-learning-cleveland-state-universitys-mission-faculty>

Florida International University

Mission: Florida International University is an urban, multi-campus, public research university serving its students and the diverse population of South Florida. We are committed to high-quality teaching, state-of-the-art research and creative activity, and collaborative engagement with our local and global communities.

Source: <http://www.fiu.edu/about-us/vision-mission/index.html>

Georgia State University

Mission: As the only urban research university in Georgia, Georgia State University offers educational opportunities for traditional and nontraditional students at both the graduate and undergraduate levels by blending the best of theoretical and applied inquiry, scholarly and professional pursuits, and scientific and artistic expression. As an urban research university with strong disciplinary-based departments and a wide array of problem-oriented interdisciplinary programs, the goal of the university is to develop, transmit, and utilize knowledge in order to provide access to quality education for diverse groups of students, to educate leaders for the State of Georgia and the nation, and to prepare citizens for lifelong learning in a global society.

Source: <http://collegeapps.about.com/od/collegeprofiles/p/georgia-state-university.htm>

Morgan State University

Mission: Morgan State University serves the community, region, state, nation, and world as an intellectual and creative resource by supporting, empowering and preparing high-quality, diverse graduates to lead the world. The University offers innovative, inclusive, and distinctive educational experiences to a broad cross section of the population in a comprehensive range of disciplines at the baccalaureate, master's, doctoral, and professional degree levels. Through collaborative pursuits, scholarly research, creative endeavors, and dedicated public service, the University gives significant priority to addressing societal problems, particularly those prevalent in urban communities.

Source: http://www.morgan.edu/about_msu/mission_and_vision.html

San Francisco State University

Mission: The mission of San Francisco State University is to create and maintain an

environment for learning that promotes respect for and appreciation of scholarship, freedom, human diversity, and the cultural mosaic of the City of San Francisco and the Bay Area; to promote excellence in instruction and intellectual accomplishment; and to provide broadly accessible higher education for residents of the region and state, as well as the nation and world.

Source: <http://www.sfsu.edu/~puboff/mission.html>

San Jose State University

Mission: In collaboration with nearby industries and communities, SJSU faculty and staff are dedicated to achieving the university's mission as a responsive institution of the state of California: To enrich the lives of its students, to transmit knowledge to its students along with the necessary skills for applying it in the service of our society, and to expand the base of knowledge through research and scholarship.

Source: http://www.sjsu.edu/about_sjsu/mission/

Stony Brook University

Mission: The University has a five-part mission:

- to provide comprehensive undergraduate, graduate, and professional education of the highest quality;
- to carry out research and intellectual endeavors of the highest international standards that advance knowledge and have immediate or long-range practical significance;
- to provide leadership for economic growth, technology, and culture for neighboring communities and the wider geographic region;
- to provide state-of-the-art innovative health care, while serving as a resource to a regional health care network and to the traditionally underserved;
- to fulfill these objectives while celebrating diversity and positioning the University in the global community.

Source: <http://www.stonybrook.edu/pres/mission.html>

SUNY Downstate Medical Center

Mission:

- To provide outstanding education of physicians, scientists, nurses and other

healthcare professionals.

- To advance knowledge through cutting edge research and translate it into practice.
- To care for and improve the lives of our globally diverse communities.
- To foster an environment that embraces cultural diversity.

Source: <http://www.downstate.edu/about/mission.html>

The Ohio State University

Mission: We exist to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

Source: <http://oaa.osu.edu/vision-mission-values-goals.html>

The State University of New York System

Mission: The mission of the state university system shall be to provide to the people of New York educational services of the highest quality, with the broadest possible access, fully representative of all segments of the population in a complete range of academic, professional and vocational postsecondary programs including such additional activities in pursuit of these objectives as are necessary or customary. These services and activities shall be offered through a geographically distributed comprehensive system of diverse campuses which shall have differentiated and designated missions designed to provide a comprehensive program of higher education, to meet the needs of both traditional and non-traditional students and to address local, regional and state needs and goals. In fulfilling this mission, the state university shall exercise care to develop and maintain a balance of its human and physical resources that:

- recognizes the fundamental role of its responsibilities in undergraduate education and provides a full range of graduate and professional education that reflects the opportunity for individual choice and the needs of society;
- establishes tuition which most effectively promotes the university's access goals;
- encourages and facilitates basic and applied research for the purpose of the creation and dissemination of knowledge vital for continued human, scientific, technological and economic advancement;
- strengthens its educational and research programs in the health sciences through the provision of high quality general comprehensive and specialty health care, broadly accessible at reasonable cost, in its hospitals, clinics and related programs and through networks and joint and cooperative relationships with other health care providers and institutions, including those on a regional basis;
- shares the expertise of the state university with the business, agricultural, governmental, labor and nonprofit sectors of the state through a program of public service for the purpose of enhancing the well-being of the people of the state of New York and in protecting our environmental and marine resources;

- encourage, support and participate through facility planning and projects, personnel policies and programs with local governments, school districts, businesses and civic sectors of host communities regarding the health of local economies and quality of life;
- promotes appropriate program articulation between its state-operated institutions and its community colleges as well as encourages regional networks and cooperative relationships with other educational and cultural institutions for the purpose of better fulfilling its mission of education, research and service.

Source: <http://www.suny.edu/about/mission/>

University at Albany

Mission: The mission of the state university system shall be to provide to the people of New York educational services of the highest quality, with the broadest possible access, fully representative of all segments of the population in a complete range of academic, professional and vocational postsecondary programs including such additional activities in pursuit of these objectives as are necessary or customary.

Source: <http://newyork.stateuniversity.com/>

University of Akron

Mission: To ensure student success and leverage our region's unique assets in the creation of knowledge and application of research that benefits humankind.

Source: <http://www.uakron.edu/dotAsset/f9ee5a99-013c-4069-a146-2e12e92a5fc9.pdf>

University of Central Florida

Mission: The University of Central Florida is a public multi-campus, metropolitan research university that stands for opportunity. The university anchors the Central Florida city-state in meeting its economic, cultural, intellectual, environmental, and societal needs by providing high-quality, broad-based education and experienced-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community.

Source: <http://www.ucf.edu/mission-statement/>

University of Cincinnati

Mission: The University of Cincinnati serves the people of Ohio, the nation, and the world as a premier, public, urban research university dedicated to undergraduate, graduate, and professional education, experience-based learning, and research. We are committed to excellence and diversity in our students, faculty, staff, and all of our activities. We provide an inclusive environment where innovation and freedom of intellectual inquiry flourish. Through scholarship, service, partnerships, and leadership, we create opportunity, develop educated and engaged citizens, enhance the economy and enrich our University, city, state and global community.

Source: <http://www.uc.edu/about/mission.html>

University of Colorado-Denver

Mission: University of Colorado Denver and the Anschutz Medical Campus is a diverse teaching and learning community that creates, discovers and applies knowledge to improve the health and well-being of Colorado and the world.

Source: <http://www.ucdenver.edu/about/WhoWeAre/about/Pages/mission.aspx>

University of Houston

Mission: The mission of the University of Houston is to offer nationally competitive and internationally recognized opportunities for learning, discovery and engagement to a diverse population of students in a real-world setting. The University of Houston offers a full range of degree programs at the baccalaureate, master's, doctoral and professional levels and pursues a broad agenda of research and creative activities. As a knowledge resource to the public, the university builds partnerships with other educational institutions, community organizations, government agencies, and the private sector to serve the region and impact the world.

Source: <http://www.uh.edu/about/mission/>

University of Louisville

Mission: The University of Louisville shall be a premier, nationally recognized metropolitan research university with a commitment to the liberal arts and sciences and to the intellectual, cultural, and economic development of our diverse communities and citizens through the pursuit of excellence in five interrelated strategic areas:

1. Educational Experience
2. Research, Creative, and Scholarly Activity
3. Accessibility, Diversity, Equity, and Communication

4. Partnerships and Collaborations
5. Institutional Effectiveness of Programs and Services.

Source: <http://louisville.edu/about/>

University of Massachusetts Boston

Mission: The University of Massachusetts Boston is a public research university with a dynamic culture of teaching and learning, and a special commitment to urban and global engagement. Our vibrant, multi-cultural educational environment encourages our broadly diverse campus community to thrive and succeed. Our distinguished scholarship, dedicated teaching, and engaged public service are mutually reinforcing, creating new knowledge while serving the public good of our city, our commonwealth, our nation, and our world.

Source: http://www.umb.edu/the_university/mission_values

University of Minnesota

Mission: The University of Minnesota, founded in the belief that all people are enriched by understanding, is dedicated to the advancement of learning and the search for truth; to the sharing of this knowledge through education for a diverse community; and to the application of this knowledge to benefit the people of the state, the nation, and the world. The University's mission, carried out on multiple campuses and throughout the state, is threefold:

1. **Research and Discovery**

Generate and preserve knowledge, understanding, and creativity by conducting high-quality research, scholarship, and artistic activity that benefit students, scholars, and communities across the state, the nation, and the world.

2. **Teaching and Learning**

Share that knowledge, understanding, and creativity by providing a broad range of educational programs in a strong and diverse community of learners and teachers, and prepare graduate, professional, and undergraduate students, as well as non-degree-seeking students interested in continuing education and lifelong learning, for active roles in a multiracial and multicultural world.

3. **Outreach and Public Service**

Extend, apply, and exchange knowledge between the University and society by applying scholarly expertise to community problems, by helping organizations and individuals respond to their changing environments, and by making the knowledge and resources created and preserved at the University accessible to the citizens of the state, the nation, and the world.

Source: <http://www1.umn.edu/twincities/history-mission/>

University of Missouri-Kansas City

Mission: UMKC's mission is to lead in life and health sciences; to deepen and expand strength in the visual and performing arts; to develop a professional workforce and collaborate in urban issues and education; and to create a vibrant learning and campus life experience.

Source: <http://www.umkc.edu/chancellor/mission-vision.cfm>

University of New Mexico

Mission: The mission of the University of New Mexico is to serve as New Mexico's flagship institution of higher learning through demonstrated and growing excellence in teaching, research, patient care, and community service.

Source: <http://www.unm.edu/welcome/mission.html>

University of North Carolina at Charlotte

Mission: UNC Charlotte is North Carolina's urban research university. It leverages its location in the state's largest city to offer internationally competitive programs of research and creative activity, exemplary undergraduate, graduate, and professional programs, and a focused set of community engagement initiatives. UNC Charlotte maintains a particular commitment to addressing the cultural, economic, educational, environmental, health, and social needs of the greater Charlotte region.

Source: <http://chancellor.uncc.edu/university-mission-statement>

University of Washington, Tacoma

Mission: The University of Washington Tacoma educates diverse learners and transforms communities by expanding the boundaries of knowledge and discovery.

Source: <http://www.tacoma.uw.edu/chancellor/mission-values-and-vision>

Virginia Commonwealth University

Mission: As the premier urban, public research university in Virginia, VCU's mission is to advance knowledge and student success through its commitments to:

- An engaged, learner-centered environment that fosters inquiry, discovery and innovation in a global setting
- Research that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve human health
- Interdisciplinary collaborations that bring new perspectives to complex problems and mobilize creative energies that advance innovation and solve global challenges
- Health care that strives to preserve and restore health for all people, to seek the cause and cure of diseases through groundbreaking research and to educate those who serve humanity
- Diversity that provides a climate of inclusion, a dedication to addressing disparities wherever they exist and an opportunity to explore and create in an environment of trust
- Sustainable, university-community partnerships that enhance the educational, economic and cultural vitality of the communities VCU serves in Virginia and around the world

Source: <http://www.quest.vcu.edu/about/mission/>

Wayne State University

Mission: As a nationally recognized urban public research university, Wayne State's mission is to create knowledge and prepare a diverse body of students to excel in an increasingly complex and global society.

Source: <http://wayne.edu/about/>

Mission Statements for PSU's OUS Peer group

George Mason University
Indiana University-Purdue University
San Diego State University
University of Illinois at Chicago
University of Memphis

University of Texas Arlington
University of Toledo
University of Wisconsin-Milwaukee
Western Michigan University

George Mason University

Mission: A public, comprehensive research university established by the Commonwealth of Virginia in the National Capital Region, we are an innovative and inclusive academic community committed to creating a more just, free, and prosperous world.

Source: <https://about.gmu.edu/history-and-tradition/mission-statement/>

Indiana University-Purdue University Indianapolis

Mission: Indiana University–Purdue University Indianapolis (IUPUI), a partnership between Indiana and Purdue universities, is Indiana’s urban research and academic health sciences campus. IUPUI’s mission is to advance the state of Indiana and the intellectual growth of its citizens to the highest levels nationally and internationally through research and creative activity, teaching and learning, and civic engagement. By offering a distinctive range of bachelor’s, master’s, professional, and Ph.D. degrees, IUPUI promotes the educational, cultural, and economic development of central Indiana and beyond through innovative collaborations, external partnerships, and a strong commitment to diversity.

Source: <http://www.iupui.edu/about/vision-mission.html>

San Diego State University

Mission: The mission of San Diego State University shall be to provide well-balanced, high quality education for undergraduate and graduate students and to contribute to knowledge and the solution of problems through excellence and distinction in teaching, research, and service. The university shall impart an appreciation and broad understanding of human experience throughout the world and the ages. This education shall extend to:

- Diverse cultural legacies,
- Accomplishments in many areas, such as the arts and technology,
- The advancement of human thought, including philosophy and science,
- The development of economic, political, and social institutions, and the physical and biological evolution of humans and their environment.

The university shall accomplish this through its many and diverse departments and interdisciplinary programs in the creative and performing arts, the humanities, the natural and mathematical sciences, and the social and behavioral sciences.

Source: http://newscenter.sdsu.edu/home/mission_and_goals.aspx

University of Illinois at Chicago

Mission: To create knowledge that transforms our views of the world and, through sharing and application, transforms the world. To provide a wide range of students with the educational opportunity only a leading research university can offer. To address the challenges and opportunities facing not only Chicago but all Great Cities of the 21st century, as expressed by our Great Cities Commitment. To foster scholarship and practices that reflect and respond to

the increasing diversity of the U.S. in a rapidly globalizing world. To train professionals in a wide range of public service disciplines, serving Illinois as the principal educator of health science professionals and as a major healthcare provider to underserved communities.

Source: <http://www.uic.edu/uic/about/scope.shtml>

University of Memphis

Mission: The University of Memphis is a learner-centered metropolitan research university providing high quality educational experiences while pursuing new knowledge through research, artistic expression, and interdisciplinary and engaged scholarship.

Source: <http://www.memphis.edu/stratplan/>

University of Texas Arlington

Mission: The University of Texas at Arlington is a comprehensive research, teaching, and public service institution whose mission is the advancement of knowledge and the pursuit of excellence. The University is committed to the promotion of lifelong learning through its academic and continuing education programs and to the formation of good citizenship through its community service learning programs. The diverse student body shares a wide range of cultural values and the University community fosters unity of purpose and cultivates mutual respect.

Source: <http://www.uta.edu/uta/about/administration/mission.php>

University of Toledo

Mission: The mission of The University of Toledo is to improve the human condition; to advance knowledge through excellence in learning, discovery and engagement; and to serve as a diverse, student-centered public metropolitan research university.

Source: <http://www.utoledo.edu/campus/about/mission.html>

University of Wisconsin-Milwaukee

Mission: To fulfill its mission as a major urban doctoral university and to meet the diverse needs of Wisconsin's largest metropolitan area, the University of Wisconsin–Milwaukee must provide a wide array of degree programs, a balanced program of applied and basic research,

and a faculty who are active in public service. Fulfilling this mission requires the pursuit of these mutually reinforcing academic goals:

- To develop and maintain high quality undergraduate, graduate and continuing education programs appropriate to a major urban doctoral university.
- To engage in a sustained research effort which will enhance and fulfill the University's role as a doctoral institution of academic and professional excellence.
- To continue development of a balanced array of high quality doctoral programs in basic disciplines and professional areas.
- To attract highly qualified students who demonstrate the potential for intellectual development, innovation, and leadership for their communities.
- To further academic and professional opportunities at all levels for women, minority, part-time, and financially or educationally disadvantaged students.
- To establish and maintain productive relationships with appropriate public and private organizations at the local, regional, state, national, and international levels.
- To promote public service and research efforts directed toward meeting the social, economic and cultural needs of the state of Wisconsin and its metropolitan areas.
- To encourage others from institutions in the University of Wisconsin System and from other educational institutions and agencies to seek benefit from the University's research and educational resources such as libraries, special collections, archives, museums, research facilities, and academic programs.
- To provide educational leadership in meeting future social, cultural, and technological challenges.

Source: <http://www4.uwm.edu/discover/mission.cfm>

Western Michigan University

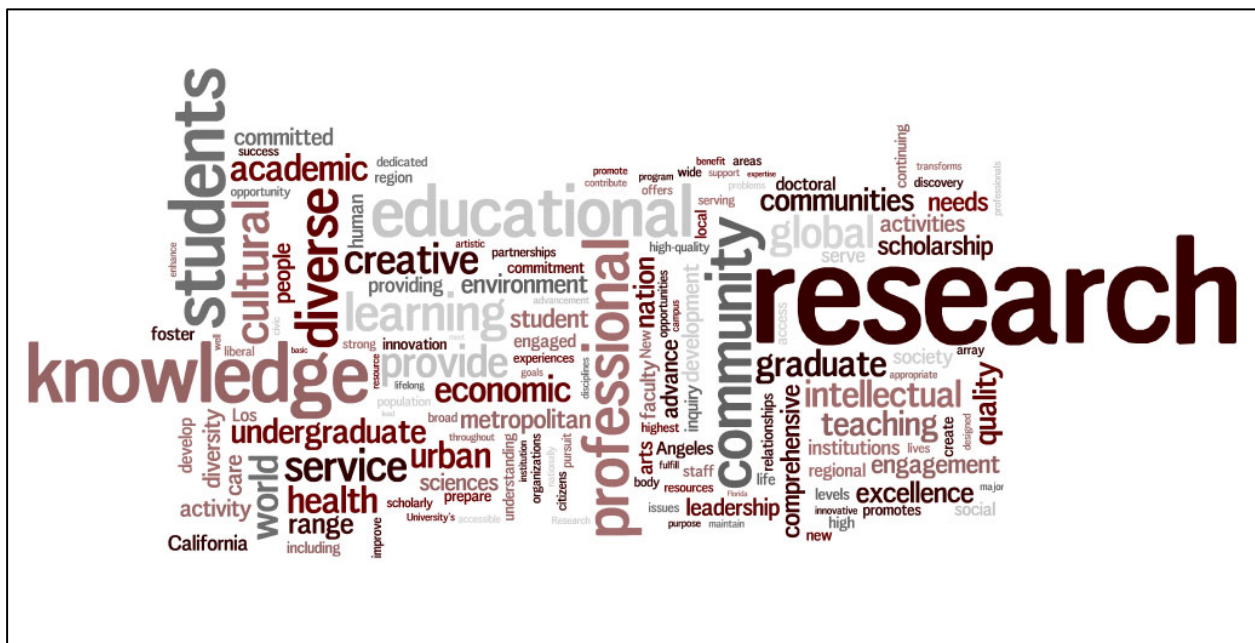
Mission: Western Michigan University is a learner-centered, research university, building intellectual inquiry and discovery into undergraduate, graduate, and professional programs in a way that fosters knowledge and innovation, and transforms wisdom into action. As a public university, WMU provides leadership in teaching, research, learning, and service, and is committed to enhancing the future of our global citizenry.

Source: <http://wmich.edu/about/mission>

4. Word Clouds³



PSU's OUS Peer Word Cloud made 12/17/14 using aggregated texts of peer Mission Statements



USU Word Cloud generated 12/17/14 using aggregated texts of all the USU Mission Statements

³ Source of Word Clouds: <http://www.wordle.net/>

5. Representative Mission Statements for our draft writers

According to the [Elements of a Strategic Plan](#) definition provided to us by Coraggio (*What is our purpose? What are we here to make happen?*) and the meeting notes from 12/16/14, the following Missions are examples of statements that might be suitable for PSU and pair well with the draft Vision Statement currently under consideration.

1st Draft Vision statement:

Portland State is Oregon's premier urban university, enhancing quality of life in Portland and beyond, through inclusion and diversity, excellence in student learning, pioneering research and community engagement.

Sample Mission Statements:

Arizona State University

Mission: ASU is a comprehensive public research university, measured not by whom we exclude, but rather by whom we include and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves.

Source: <http://president.asu.edu/about/asucharter>

California State University, Long Beach

Mission: California State University Long Beach is a diverse, student-centered, globally-engaged public university committed to providing highly-valued undergraduate and graduate educational opportunities through superior teaching, research, creative activity and service for the people of California and the world.

Source: <http://www.csulb.edu/about/>

Cleveland State University

Mission: Our mission is to encourage excellence, diversity, and engaged learning by providing a contemporary and accessible education in the arts, sciences, humanities and professions, and by conducting research, scholarship, and creative activity across these branches of knowledge. We endeavor to serve and engage the public and prepare our students to lead productive, responsible, and satisfying lives in the region and global

society.

Source: <http://www.csuohio.edu/cte/mission-statement-vision-statement-engaged-learning-cleveland-state-universitys-mission-faculty>

University of Cincinnati

Mission: The University of Cincinnati serves the people of Ohio, the nation, and the world as a premier, public, urban research university dedicated to undergraduate, graduate, and professional education, experience-based learning, and research. We are committed to excellence and diversity in our students, faculty, staff, and all of our activities. We provide an inclusive environment where innovation and freedom of intellectual inquiry flourish. Through scholarship, service, partnerships, and leadership, we create opportunity, develop educated and engaged citizens, enhance the economy and enrich our University, city, state and global community.

Source: <http://www.uc.edu/about/mission.html>